

# Workforce Investment Act ANNUAL REPORT

## TEXT ONLY



Program Year 2000

July 2000-June 2001

A report by the Missouri Division of  
Workforce Development



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Bob Holden  
Governor

**DIVISION OF WORKFORCE DEVELOPMENT**

Joseph L. Driskill  
Director

November 15, 2001

Byron Zuidema, Regional Administrator  
Employment and Training Administration  
U.S. Department of Labor  
John C. Kluczynski Building  
230 South Dearborn Street, 6th Floor  
Chicago, IL 60604-1505

Dear Mr. Zuidema:

On behalf of the Missouri Training and Employment Council (MTEC), I am pleased to present the first annual performance report of the Workforce Investment Act (WIA) programs in Missouri. The report covers the period of July 1, 2000 through June 30, 2001. It highlights Missouri's transition to WIA and our continued efforts in providing excellent services for employers and job seekers in our Career Centers.

The report gives an analysis of our first year's performance in WIA and a discussion of new strategies employed by the Division of Workforce Development to optimize performance.

MTEC looks forward to working with you as we continue to provide a prepared workforce and growth in economic opportunities for Missouri and its citizens.

Sincerely,

A handwritten signature in black ink that reads "Rick Beasley". The signature is written in a cursive, flowing style.

Rick Beasley  
Acting Director

RB/mw

Enclosure

## ***Annual Report***

This report, while required by the Workforce Investment Act, §136(d), also provides the opportunity to inform the public about the activities of Missouri's Workforce Development System. This system is one of which we are proud. The system has undergone many transformations with the implementation of this new employment and training legislation and the creation of a new state agency to implement it. Our state and our nation have also undergone many challenges that have profound ramifications on workforce matters. In this report, we describe some of the steps our agency took to stay on target with the new, multifaceted WIA Performance Measurement System. We also talk about where we missed, and what we'll do to improve our aim next year.

Please examine the report and check the referenced websites and documents. The more you understand about Missouri's workforce system, the more you can help us make it the best in the nation. We welcome your input.

### ***How Did We Do?***

For those unfamiliar with the WIA Performance Measurement System, our workforce system is "graded" on seventeen performance measures divided among five different program areas: Adult, Dislocated Worker, Older Youth, Younger Youth, and Customer Satisfaction. There are six basic types of measures: Entered Employment Rates, Retention Rates, Earnings Change/Replacement Rates, Credential/Diploma Rates, a Skill Attainment Rate and Customer Satisfaction indicators.

To *exceed* a measure, a state must attain more than 100% of the projected level for that measure. To *meet* a measure, a state must attain 80-100% of the projected level. Less than 80% of projection is a *miss*. The percentages are also grouped by program area (the youth areas are grouped together) to see if they *average* 100% or over. This constitutes a *meet*; below is a *miss*. See the tables later on in the report for more information on Missouri's performance, and reference [www.usworkforce.org](http://www.usworkforce.org) for more information on WIA performance measurement.

For Program Year 2000, Missouri:

- Exceeded its Adult, Dislocated Worker, and Older Youth Entered Employment Rates
- Exceeded its Adult, Dislocated Worker, and Older Youth Retention Rates
- Exceeded its Dislocated Worker Earnings Replacement Rate, met its Adult Earnings Change Rate, and missed its Older Youth Earnings Change Rate
- Exceeded its Dislocated Worker Employment and Credential Rate, met its Adult Employment and Credential Rate, and missed its Older Youth Credential Rate
- Exceeded its Younger Youth Skill Attainment Rate\* and Younger Youth Diploma or Equivalent Attainment Rate and missed its Retention Rate.
- Met its Dislocated Worker program area average (103%) and missed its Adult and Youth program area averages (96%, 90%).
- High point: 128% of projection for Older Youth Entered Employment Rate
- Low point: 52% of projection for Older Youth Credential Rate

*See discussion on p. 7*

### ***A New Identity: Missouri's WIA Agency, the Division of Workforce Development***

In the year prior to the start of the Workforce Investment Act, Missouri merged its Job Training Partnership Act agency, the Division of Job Development and Training, with the employment and training programs of its Wagner-Peyser agency. This new agency is the Division of Workforce Development.

The primary objective of this new agency is to provide greater value to Missouri's citizens by integrating formerly fragmented employment and training programs into a comprehensive workforce development system. The new Workforce Development System:

- integrates employment and training programs to provide job seekers greater access to employment opportunities, training, education and career choices;
- promotes community-based design of integrated Missouri Career Centers that are flexible, simple, timely and highly responsive to job seekers and employers;
- serves both job seekers and employers equally through the Missouri Career Centers;
- provides accurate and easy-to-use labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;
- provides job seekers employment opportunities resulting in increased economic self-sufficiency and well-being;
- provides employers a qualified workforce;
- promotes strong accountability for producing customer-based results for job seekers and employers;
- strives to be the system of choice to be evidenced by expanded use by job seekers and employers; and
- provides information on current labor market trends to assist educational and training institutions in the design of their curricula.

## ***Setting the Stage: Missouri's Approach to WIA Performance in the First Year***

The objectives of the Workforce Investment Act and the flexibility of the regulations gave the states the opportunity to implement unique strategies to create workforce systems that capitalize on the individuality of their workforce systems. Missouri's strategy for accomplishing this can be broken down into the following themes:

**High Goals:** Missouri established performance targets that would take a strong effort to achieve. Missouri's baseline data showed high levels of achievement in the areas covered by the WIA performance system. Also with its newly merged Division of Workforce Development, the State anticipated that it would do well in these areas in which it has excelled, historically. This ambitious goal setting reflected the Division's implementation of an outcome-based model. This model was a core part of projection development and is outlined in Missouri's Five-Year Workforce Investment Plan.

**High Tech:** As part of WIA implementation, Missouri created a new case tracking system called Toolbox (pictured here). This is a web-enabled system that is integrated with Missouri's state job bank-*Missouri WORKS!* A component of this system automatically calculates all of the WIA performance measures by using WIASRD (WIA Standardized Record Data) elements in a fashion comparable to the system proposed at the federal level to aggregate data from each of the states to create national levels of performance. Toolbox uses a series of embedded equations that incorporate the data from the WIA registration, enrollment, and activity, as well as Unemployment Insurance Earnings data, and local follow-up data to generate the formulas. This system provides a precise medium for calculating performance, optimizing its accuracy and validity.

**Conservative Credentials:** As would be expected in the "Show Me State", Missouri asked its local areas to be sure anything that the State recognized as a credential could withstand a high level of scrutiny. Issuance 7-00 outlines the State's credential definition and was written in consultation with the Department of Elementary and Secondary Education. It contains several measures to ensure that Missouri's WIB-approved credentials meet quality standards. The State did not wish to encourage diploma mills that would devalue the positive perception of credentials, which has been established with a close historical relationship with our academic partners. This conservative approach has meant a higher *quality* of credentials issued in Missouri, but consequently a lower *quantity*. The State has subsequently requested modification of the negotiated levels.

**Balanced Measurement Policy:** Missouri recognizes that the rates represented in the WIA Performance Measures are good efficiency measures. Over-emphasis on *rates*, however, may lead to one unintended consequence: encouraging the reduction of the number of clients served to achieve a higher percentage. Missouri addressed this with our system of Workforce Outcomes that measure the *raw numbers* of clients that enter employment, retain employment, increase earnings, and move above the poverty line. By using both of these systems, local areas are encouraged to serve as many clients as possible, while serving them as efficiently as possible.

**Communication is Key:** The Division's Planning and Research staff were on the road much of PY 2000 delivering numerous WIA Performance Technical Assistance sessions throughout the state. This training was provided to workforce practitioners, data entry personnel, Workforce Investment Boards, partner agency staff, service providers, and others. Audience members commented that, given the complexity of the WIA performance system, it was a good opportunity to get over the steep learning curve of understanding the measures, on toward managing cases for optimal performance.

The Division also developed some products to address the need for reference material to articulate state policy on the Workforce Investment Act and instruct locals on the intricacies of this complex measurement system. These products include the Missouri *Workforce Investment Act Handbook* and its two addenda: *Supplemental Data* and *Data Entry and Credentials*. These resources were made available by way of a hyperlink on our WIA Case Tracking System-"Toolbox"-and our Division website (pictured below).

See us on line at [www.ecodev.state.mo.us/wfd](http://www.ecodev.state.mo.us/wfd).

### ***Technical Issues with the WIA Measures in PY2000***

While the WIA Performance Measurement system provided some ways to assess the outcomes of workforce services, it took several adjustments to iron out all the structural and statistical details. Some of the modifications, coupled with the innate complexities of the system resulted in difficulties with how the measures are interpreted in the first year.

The first issue is a recount of the Younger Youth Skill Attainment Rate. This is an extremely intricate formula which measures goals attained in a given quarter as a percentage of those set up to a year earlier. The guidance does not give an exact "recipe" to follow in gathering all the divergent data elements for this measure so States had to use some latitude. Missouri developed a formula and calculated accordingly for the quarterly reports. In the summer of 2001 the specific computer coding for using WIASRD elements to generate this rate was issued to the states from Social Policy Research Associates. Missouri integrated this coding guidance into its management information system and retroactively recalculated its Skill Attainment Rate. This resulted in a much higher rate than earlier reported. The subsequent difference, however, had to be explained as a change in the formula, not in "performance" per se.

Another issue is the use of Job Training Partnership Act (JTPA) exiters in Program Year 2000. The use of Unemployment Insurance data for employment verification necessitated using data from far enough back to allow for UI wage data to be submitted to the state. That meant that *JTPA exiters* from October 1, 1999 forward were used in the calculations for three of the reported quarters of PY2000. This presented two major problems:

- *The measures require follow-up data on clients who are long gone.* Case managers had to track down long-terminated JTPA clients to retroactively gather follow-up data for their outcomes after exit. Given the transient nature of many of these clients, many counted negatively just by virtue of being unreachable. While some clients' employment outcomes were picked up in UI wage data, other data relies on follow-up contact with clients and was often impossible to gather.
- *The WIA measures assess results on areas that were not required of clients under JTPA.* Case managers had to follow up with *JTPA* clients to see if they obtained a *WIA* outcome, such as a credential. There was no performance measure based on credential attainment under JTPA and no requirement on the part of case managers to help clients attain it while they were in the system. Furthermore, only some of the items now considered a credential were even *obtainable* under JTPA. By using prior programs' clients, it created an *ex post facto* requirement and makes the rates ambiguous for the first year.



### ***Mid Course Corrections and Organizational Learning: What Missouri is Doing Differently Based on the First Year of WIA Performance***

The State viewed the first year of WIA performance as a learning opportunity. Low performance, relative to projections, served as indicators of areas for improvement, while high scoring areas provided strategies for benchmarking. The major policy and strategy modifications related to WIA performance can be summed up in the following:

***Using Alternative Means to Verify Employment:*** In the first year the performance system used only Missouri Unemployment Insurance wage data to verify employment for the WIA measures. With this limitation, the system undercounted the amount of actual employment received by WIA clients in and out of state. This was especially burdensome to a state like Missouri with eight neighboring states and many local areas that have large state-to-state migration. Therefore effective 7/1/2001, Missouri implemented the use of supplemental data as outlined in Training Employment Guidance Letter (TEGL) 7-99 to establish employment status for clients who do not show up in UI wage records. A DWD Issuance was released outlining how employment would be verified and the documentation requirements. The Sub-state Monitoring Guidelines were revised to allow for this change as well. The end result is that Missouri performance will more comprehensively reflect the accomplishments of its workforce system.

#### ***Better Coordinated Strategic Planning***

Missouri implemented a Strategic Planning Committee that is a standing committee of the State Workforce Investment Board, the Missouri Training and Employment Council (MTEC). MTEC governs the activities of the workforce development system and guides the policies of the bodies that administer workforce programs in Missouri.

Through the Strategic Planning process, the Strategic Planning Committee seeks to direct the business of the workforce system in accordance with the vision, mission, values, and objectives as outlined in the State Plan.

## Missouri's Building Blocks: Five Strategic Issues

### **Universal Access**

All Missourians should have universal access to labor market information, workforce development information and other basic services. The Board will ensure that those job seekers with special needs will have access to services or make accommodation arrangements available to allow full access to services.

### **Lifelong Learning/Choice**

All prospective and current workers can learn and benefit from some level of education and training, and therefore, need access to training opportunities that address basic, life, employability and technical skill needs over a lifetime. Efforts should focus on the continuous preparation of Missouri's prospective and current employees, jobs, job retention, and job placement. Establishing a system of classroom, work site, and technology-based education and training is essential to meeting Missourians lifelong learning needs of the 21<sup>st</sup> Century.

### **Integration**

The linking of critical job opportunities, career information, education, and support services through the Missouri Career Center System. This system calls for streamlining and improving access to existing programs and services.

### **Accountability**

Creating performance driven outcome measures and consequences for failing to meet those objectives. This is intended to drive the system based on customer satisfaction and continuous improvement.

### **Diversity**

As the nation moves into the 21<sup>st</sup> Century and Missouri enjoys steady population growth, the diversification of its population has also increased. Workforce Investment Boards need to represent the diversity of individuals with disabilities as well as the racial, ethnic, gender, and cultural diversity of the area served.

See the Strategic Planning guidance at [www.ecodev.state.mo.us/mtec/pdf/StratPlan.pdf](http://www.ecodev.state.mo.us/mtec/pdf/StratPlan.pdf)

### **Service Integration**

In August 2001, a Service Integration Team was created to integrate customer services and make the best use of State resources. This team is committed to ensuring that our workforce system serves its customers and provides improved services in a coordinated effort using a holistic approach. The team identifies barriers to service integration and researches solutions. The Division's goal is to make our integrated service system the best in the country. Integration of services is the prudent method of being cost effective at a time when our funding for services is becoming more and more limited.

Since partner agencies need clear guidance to help them achieve true integration, the team's goal is to issue common guidelines to enhance partnerships and drive more effective and efficient service delivery for the job seeker and the employer.

The team will describe what a thoroughly integrated workforce development system would look like and will develop common integration guidelines, which will be proposed to be adopted by the Missouri Training and Employment Council (MTEC), for use by all partner agencies located in Missouri Career Centers. They will also encourage local management to empower staff to carry out implementation. Phase one of this project is the integration of all DWD funded programs through a DWD Issuance or policy paper. Phase two is the Integration of Partners. The team is optimistic that if we set a good example of integration, the other partners will follow.

**Measurement Alignment:** During this past program year, the Division realigned its state Workforce Outcomes used in strategic planning to match the equivalent WIA measures. One issue historically with having a dual measurement system is that while the measures purported to assess common outcomes, such as entering employment and retaining employment, the definitions used and population groups included were different. Internal customers of our workforce system reported that this caused some confusion with staff, who found it difficult to evaluate their progress from these differing viewpoints.

Therefore the Division revised the structure, time intervals, and definitions of its Workforce Outcomes to match those used in the WIA performance measures. For example, the Outcome "Number of Unemployed People who Entered Employment" is now equal to the raw number that comprises the numerator of the WIA Adult, Dislocated Worker, and Older Youth Entered Employment Rates. This makes for a more meaningful reporting device, since areas can now evaluate their performance using consistent methods within the context of seasonal and cyclical fluctuations. Furthermore, the Division includes Wagner-Peyser clients in the Workforce Outcomes, so local areas can see the successes of these clients in terms of entering employment, retaining employment, increasing earnings and moving above the poverty line. The Division is presently participating in a state government-wide initiative to broaden the number of programs included in this type of measurement system.

**Modifying Policy Where Necessary:** An issue that artificially deflated Missouri's credential attainment rates arose from the conversion of JTPA data into Missouri's new WIA case tracking system, the Missouri Toolbox. DWD staff concluded that Basic Skills Training most closely related to the WIA/Toolbox training activity of Adult Education and Literacy and the client files were transferred accordingly. When performance measures relating to credentials indicated poor performance among participants terminated from JTPA, local areas began to inquire. They found that many of those transferred were enrolled for remediation or short-term services to improve their job readiness and not designed to offer a credential. The activities were subsequently allocated to intensive level codes, and the measures were recalculated for a "truer" credential rate.

In summary, the State recognizes that employment and training is a continuous learning experience. Good performance demonstrates the excellence the system is capable of. Performance below anticipated levels can provide indications of necessary enhancements. On the other hand, no amount of planning can anticipate the economic,

policy, budgetary, and population changes that will affect performance. These were the lessons of the first year of WIA implementation in Missouri.

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## **Success Stories: Good Programs and Good People in Missouri's Workforce Investment System**

*At the 2001 Governor's Conference on Workforce Development, the following awards were presented for workforce excellence:*

**Leadership--Darlene Christian, Adult Education Classroom:** For her strong leadership in the development of the Adult Education and Literacy classroom within the Missouri Career Center in St Joseph. Her goal is for customers to succeed and live up to their full potential; she goes "the extra mile". She has greatly expanded the AEL classroom services to adapt to the diverse needs of our customers in a rapidly changing environment.

**Innovation--Workforce Investment Board of St Louis County; Welfare to Work Behavioral Health Services:** For recognizing the need to address the psychosocial needs of Missouri's Welfare-to-Work customers. The region formed a team to assess the needs of the customer and provide immediate access to mental health services. These services are available at the Career Center for convenience to the customer and more comprehensive case management.

**Collaboration and Integration of Services--The A+ Computer Repair Training Program:** For the partnership with the Missouri Department of Corrections to train soon-to-be-released offenders in employability, life skills and computer hardware training. This training program also provides intensive case management and the opportunity to obtain an industry-recognized certification to assist ex-offenders in finding employment and establishing new lives.

**Private Sector Participation--Sprint:** For creating employment opportunities with competitive wages and benefits within the "urban core" of Kansas City, Missouri. Through Sprint's strong partnership with the Full Employment Council and other community organizations, residents of Kansas City have greater opportunity for long-term employment and achieving self-sufficiency.

## **Alumni of the Year**

*In PY 2000, each Workforce Investment Area identified an alumnus that exhibited particular success in overcoming barriers. Each one has a story like Gladys...*

*When one door closes, another one opens.* That statement is well understood by 53 year old Gladys Frazier of Mineral Point. Gladys worked for 11 years as a Utility and Sewing Machine Operator at Biltwell/Thorngate in Farmington. The plant produced men's trousers and stopped production and closed its doors on June 19, 1999. Gladys said "I was absolutely devastated and humiliated and down right angry. I had no idea what I was going to do."

The Workforce Investment Board (WIB) of Southeast Missouri came to the rescue when Ken Boyer, Manager of Business and Industry Services, conducted a rapid response meeting at Thorngate. Gladys said she remembered Boyer saying, "you're not going to believe this, but it's the best that could happen to you." Gladys said, "I certainly didn't believe that at this time." The next rescue effort came when Rob Baker with the East

Missouri Action Agency (EMAA) conducted training program and provided funding for training and assessment.

Gladys enrolled at Mineral Area College in August 1999, through TRA, studying Business Management. "I was literally scared to death about going back to school at 51 years old. While I was doing homework, my Grand Children were beside me with their coloring books. I thought I would feel out of place in the classroom but I was wrong, I loved going to college." She not only obtained an Associate of Science Degree in 2 years, but did so with a 4.0 Grade Point Average and said "it was the happiest moment of my life. When I received that diploma, I felt like my feet would never touch the ground again. I felt ten feet tall. Many of my friends and even family members had said I'd never make it in college. Boy, were they wrong."

As a part of obtaining the college degree, Gladys had to do her business internship and continued as a volunteer until her graduation. Shortly after passing that State Test to become a Workforce Development Specialist, a job opened through The East Missouri Action Agency (EMAA) for a MIS/Intake Specialist. She got the job and started to work at the Missouri Career Center in Park on May 15, 2001, as a greeter. Gladys said, "when any client walks through the door, I greet them and direct them to the right person and I love my work. I love to see that people in need get the services they need and deserve.

Soon after, Gladys became a Workforce Development Specialist I, in the same Missouri Career Center – Park Hills. Gladys works with the same TRA program that got her where she is. Gladys says, "I love service work, I love working with people and I could not be happier. I truly believe now that when God closes one door; he opens another. Never loose faith."

***PY 2000 Alumni of the Year***

<b>Region</b>	<b>Alumni</b>
Northwest	Charity Halstead
Northeast	Julia Connelly
Kansas City & Vicinity	Michael Ransburg
West Central	Gary Baumli
St Louis City	Duane Inge
Southwest	Chris Crosby
Ozark	Madonna Welte
Central	Wonsin Fisher
South Central	Deana Pulliam
Southeast	Anita Easton
East Jackson County	Melissa Lowery
St Louis County	Beverlee A. Slaton
St Charles County	Ida Glenn
Jefferson-Franklin	Tonia Comparato

## I. Narrative Section

### A. Cost of Workforce Activities Relative to the Effect of the Activities on the Performance of Participants

<b>WIA FINANCIAL STATEMENT</b>				
<b>Operating Results</b>	<b>Available</b>	<b>Expended</b>	<b>Percent</b>	<b>Balance Remaining</b>
Total All Funds Sources (PY00/FY01)	\$43,068,225	\$25,197,299	59%	\$17,870,926
Adult Program Funds (PY00/FY01)	\$10,844,973	\$6,751,841	62%	\$4,093,132
Carry in Monies (PY98 & PY99) no add	\$2,305,286	\$2,110,307	92%	\$194,979
Dislocated Worker Program Funds (PY00/FY01)	\$7,937,186	\$3,529,451	44%	\$4,407,735
Carry in Monies (PY98 & PY99) no add	\$1,297,921	\$1,280,086	99%	\$17,835
Youth Program Funds (PY00)	\$10,716,523	\$6,225,656	58%	\$4,490,867
Carry in Monies (PY98 & PY99) no add	\$1,847,684	\$1,538,029	83%	\$309,655
Out-of-School Youth (PY00)	\$4,051,129	\$2,474,858	61%	\$1,576,271
In-School Youth (PY00)	\$3,096,135	\$2,051,029	66%	\$1,045,106
Summer Employment Opportunities(PY00)	\$3,570,142	\$1,699,769	48%	\$1,870,373
Local Administration Funds (PY00/FY01)	\$3,277,631	\$1,767,877	54%	\$1,509,754
Carry in Monies (PY98 & PY99) no add	\$605,584	\$421,334	70%	\$184,250
Rapid Response Funds (PY00/FY01)	\$3,831,679	\$1,884,638	49%	\$1,947,041
Carry in Monies (PY98 & PY99) no add	\$586,231	\$0	0%	\$586,231
Statewide Activity Funds (PY00/FY01)	\$6,460,233	\$5,037,836	78%	\$1,422,397
Carry in Monies (PY98 & PY99) no add	\$2,578,095	\$901,555	35%	\$1,676,540
<b>Financial Position</b>	<b>Amount</b>	<b>Cost-Effectiveness</b>	<b>C-E Ratio</b>	
Total Assets	\$2,888,871	Overall, All Program Strategies	\$4,971	
Current Assets	\$901,268			
Property and Equipment, Net	\$1,987,603	Adult Program	\$2,879	
Operating and Other Assets	\$0			
		Dislocated Worker Program	\$4,677	
Current Liabilities	\$0			
Liabilities Less Long-Term Debt	\$0	Youth Program	\$28,425	
Long Term Debt	\$0			

### Cost-Effectiveness Analysis

*Method used to compute the cost-effectiveness ratios*

This cost effectiveness analysis compares the cost per client for the Retention Rates among all three program areas, considering different levels of service. Based on the newness of this measure, we have limited the analysis to one type of measure in order to draw preliminary conclusions. We intend to learn from this first year's experience with this requirement and broaden future analyses. The choice of retention rates is the

most generalizable because it captures a representative sample of WIA clients (more so than for the Entered Employment and Credential Rates), and uses a representative structure (employment in the first quarter after exit, an outcome in the third quarter after exit). Finally, the Retention Rate is the only measure that is used by all four funding streams, so true comprehensiveness can be achieved with this one.

#### *Data sources*

The analysis uses data from our WIA case tracking system "Toolbox" on each activity received by the clients. The inventory information is from the DWD Controlled Inventory Tracking System; Current Assets (cash) is from the State of Missouri State Treasurer's Fund Balance Report at 6/30/2001 adjusted for only WIA formula funds. Other fiscal information is based on the Statewide Advantage for Missouri (SAM II) financial system information.

#### *Definitions of the service strategies being compared*

To allow for consistent comparisons across program area, the clients are divided into light, medium, and heavy receipt of WIA services. This is defined as number of activities received for each program area, so that there is a relatively even distribution among levels. This will vary *among* program areas, but will allow for consistent comparison *between* different levels (e.g., adult medium to older youth medium). This is discussed in more detail later.

#### **Costs**

The method for estimating costs for each service strategy is shown in Table 1. This amount combines the fiscal year Program Funds expended with a relative share of the Local Administration Funds and the Statewide Activity Funds. In the case of Dislocated Workers, it also includes Rapid Response Funds.

<b>Table 1</b> Formulas for Deriving Actual Program Area Relative Share of Expenditure	Amounts
Adult Prog. Funds + rel. share of Lcl Admin. Funds + rel. share of Stwde Act funds	\$9,253,911
DW Prog. Funds + rel. share of Lcl Admin. Funds + Rap. Resp. + rel. share of Stwde Act funds	\$7,245,297
Youth Prog. Funds + rel. share of Lcl Admin. Funds + rel. share of Stwde Act funds	\$8,698,091
Total All Funds Sources Expended (PY00)	\$25,197,299

#### **Effects**

The effects in this case are clients who count in the numerators of the Adult, Dislocated Worker, Older and Younger Youth Retention Rates. For an aggregate youth measure, the two youth numbers are combined. (*As this study was conducted at a different time than the WIA Performance Measures were calculated, the numbers do not correspond exactly to those reported in the attached tables.*)

#### **Cost Per Effect**

From here, a cost per effect is derived. As shown in Table 2, there is a wide discrepancy between the cost-per-client ratio revealed here. Much of this discrepancy is explained by a larger percentage of funds being spent on youth who have not yet left the system. Also, since there is a conspicuous increase in the number of youth who receive services in the summer months; the lag in the retention measures is such that



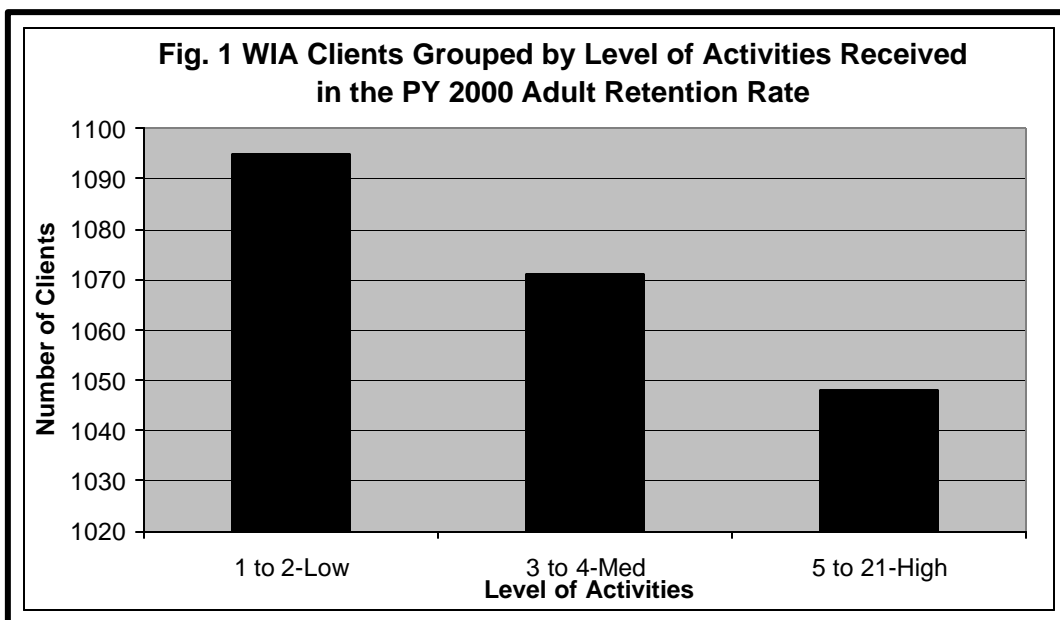
many of these youth will not yet have exited. Finally, youth tend to be in the workforce system longer. As acknowledged, this is a broad tool used to take a look at the effectiveness of the activities from a single perspective. Other analyses should be conducted to see if there exists a similar pattern of variance in economies of adult versus youth clients with respect to the retention outcomes. For this ratio we reveal the following three C-E ratios:

<b>Table 2</b>	Adult	DW	Youth
Relative expenditure by Prog Area	\$9,253,911	\$7,245,297	\$8,698,091
- Divided by clients	3,214	1,549	306
= Dollar per client/C-E ratio	<b>\$2,879</b>	<b>\$4,677</b>	<b>\$28,425</b>

#### Cost Relative to Effect

Once a broad cost-per-client outcome is ascertained, one can then look at the groups of clients in terms of level of service received in advance of the outcome. Each total number of clients in program area outcomes can be broken down by the number of activities received (i.e., 1, 2, 3). Table 3 shows how 624 of the 3,214 adults that showed up in the adult retention rate received one activity. Likewise, 471 adults received two activities. They can then be *grouped* into the three levels of service based on intensity of activity. As shown in Figure 1, the adults who received one to two activities in this scenario are described as receiving a "low" level; those who received three to four received a "medium" level; and finally, those who received anywhere from five to the maximum of 21 received a "high" level. These can then be compared to low, medium, and high levels in the program areas to look for general patterns.

<b>Table 3 Adult</b>	
<b>Clients</b>	<b># of Act</b>
624	1
471	2
654	3
417	4
280	5
158	6
118	7
76	8
166	9
53	10
50	11
38	12
72	13
13	14
9	15
7	16
3	17
3	18
1	20
1	21
<b>3,214</b>	



The first step is developing a baseline of each program area of the relationship of the percentage of expenditure for the low, medium, and high level clients to the dollars expended. This is established by creating Service Level Dollar Factors (SLDFs) for each

of the intensity levels. In Table 4, we take individual client numbers from the adult retention rates and multiply them by the cost per activity number we developed earlier. We then multiply that by the number of activities to get a Client Product (column E). From here, we simply add the sums grouped into each intensity level; for example, the "Low" intensity level constitutes 1 and 2 activities, so we add the \$1,796,496 and \$2,712,018 Client Products to get a \$4,508,514 Service Level Dollar Factor.

Once this is done for each Service Level, we should see how the relative proportions compare of dollars versus clients in the outcome. In the case of the Adult population, we see that Low Intensity clients make up 12 % of the SLDF; Medium clients make up 27%, and High Intensity clients make up 62%. By contrast, Low Intensity clients made up 34% of the total number that showed in the adult retention rate; while Medium and High Intensity clients made up 33% each. This is especially disproportionate given the inflation caused by the high number of activities reflected in the upper tier of the Client Products. If this pattern is repeated in the other two program areas, we might want to later test the hypothesis that high intensity clients have a higher cost per outcome. Their impact on the whole would have to be considered. In this scenario, they make up such a small proportion of the overall population their impact on the whole is mitigated.

<b>Table 4. Service Level Dollar Factor</b>								
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
Service Level	# of Act	Clients	Adult C-E Ratio	Client Product (B*C*D)	Service Level Dollar Factor (Group Products by Levels)	SLDF % of Expenditure	Sum of Clients	% of Whole
<b>Low</b>	1	624	\$2,879	\$1,796,496	\$4,508,514	12%	1,095	34%
	2	471	\$2,879	\$2,712,018				
<b>Med</b>	3	654	\$2,879	\$5,648,598	\$10,450,770	27%	1,071	33%
	4	417	\$2,879	\$4,802,172				
<b>High</b>	5	1048	\$2,879	\$4,030,600	\$23,961,917	62%	1,048	33%
	6	158	\$2,879	\$2,729,292				
	7	118	\$2,879	\$2,378,054				
	8	76	\$2,879	\$1,750,432				
	9	166	\$2,879	\$4,301,226				
	10	53	\$2,879	\$1,525,870				
	11	50	\$2,879	\$1,583,450				
	12	38	\$2,879	\$1,312,824				
	13	72	\$2,879	\$2,694,744				
	14	13	\$2,879	\$523,978				
	15	9	\$2,879	\$388,665				
	16	7	\$2,879	\$322,448				
	17	3	\$2,879	\$146,829				
	18	3	\$2,879	\$155,466				
	20	1	\$2,879	\$57,580				
	21	1	\$2,879	\$60,459				
	<b>3,214</b>			<b>\$38,921,201</b>	<b>\$38,921,201</b>	<b>100%</b>		

And we find that the other program areas have the same dynamic. As indicated in table 5, the percentage comparisons between the Low, Medium, and High clients are roughly equal throughout all four of the program areas, while the Service Level Dollar Factor percentages

Table 5	Dislocated Worker		Older Youth		Younger Youth	
Service Level	SLDF	Client	SLDF	Client	SLDF	Client
Low	14%	35%	19%	41%	11%	28%
Medium	32%	36%	26%	28%	40%	43%
High	54%	30%	55%	31%	50%	29%

increase with the level of intensity of service received. The overall tendency is that the higher intensity the level of service, the higher the Service Level Dollar Factor, as a proportion of those served.

*Any limitations any reader should be aware of when interpreting the results*

While the population was limited to those who appeared in the retention outcomes, the activities were not administered solely to *cause* retention. To say that the amount of dollars spent on each client at each level contributed to a particular level of retention cannot be assumed, so a dollar-per-outcome relationship cannot be inferred without regression analysis. Secondly, the outcomes for the two youth retention rates can be separated by older and younger, but the dollars-expended data is consolidated. Therefore, a single youth C-E ratio was used in calculating the older and younger youth Service Level Dollar Factors.

Finally, an overarching limitation to such an analysis is that employment and training programs for America's disadvantaged are not a for-profit enterprise. The premise that the delivery of such a social good should be or can be "cost effective" is not universally shared.

### **B. Workforce Development Evaluation Activities**

Like many other states, Missouri is in the early stages of evaluation activities, but in this section we map out our approach to these evaluations required by the Workforce Investment Act. In summary, Missouri is employing a three-pronged approach which utilizes continuous improvement reviews and our performance measurement systems in concert with information-sharing strategy sessions to develop strategies for improvement in workforce programs. The details are as follows:

#### First Prong: Continuous Improvement Reviews:

Beginning in March of 2001, the Division of Workforce Development (DWD) implemented a Continuous Improvement Review process in response to federal regulatory requirements and the direction by the State's workforce investment board, the Missouri Training Employment Council (MTEC). In this process, the Division's Field Services Continuous Improvement Team examines the delivery of local workforce services in terms of certain targeted WIA system elements. The Team also identifies best practices that are occurring and publicizes them for technical assistance purposes (See attachment).

#### Second Prong: Missouri's Performance Measurement System:

Missouri's performance measurement system assesses the workforce system in terms of 1) WIA Performance: the seventeen federal performance measures; 2) DWD Program performance: which combines WIA and Wagner-Peyser numbers; and our newest initiative, 3) the Workforce System Performance Measures, which report on all the partner programs of the State's Workforce System in terms of eleven outcomes.

- *WIA Measures* DWD calculates quarterly reports of the seventeen WIA Performance Measures by state totals and breaks them down by each of our fourteen local areas. The State distributes individual spreadsheets and individual analysis reports which identify particular areas for improvement. DWD also compiles a report for state WIA performance.
- *DWD Outcomes* As a complement to the efficiency rates of the WIA measures, Missouri assesses the effectiveness of its WIA and Wagner-Peyser funded activities in raw numbers. These DWD Outcomes measure clients' success in four areas: getting employment, retaining employment, increasing earnings, and rising above the poverty line. These Outcomes are reported as part of our Department of Economic Development's Strategic Planning process.
- *Workforce System Performance Measures* The most recent addition to our three-tiered performance measurement system is the Workforce System Performance Measures (WSPM) Outcomes. This system is the result of a team comprised of all the partner programs of Missouri's Workforce System. These eleven outcomes will use a combined, unduplicated count of the clients served by our WIA, Wagner-Peyser, TANF, Vocational Rehabilitation, Adult Education and Literacy, Perkins, and Rehabilitation Services for the Blind agencies. This system will assess these clients' success in obtaining and retaining employment, rising above poverty, achieving goals, leaving government cash assistance, obtaining training, and customer satisfaction. These outcomes will be reported to the State's workforce council, MTEC, for use in policy development.

Third Prong: Strategic Evaluation Sessions

As a third component of our State Workforce Development Evaluation Activities, we are discussing the establishment of information-sharing sessions to develop strategies for implementation of WIA programs that will result in improvements in the performance systems. We seek to staff these sessions with State program managers and local practitioners to explore the cause and effect relationship with activities and performance. Once established, the teams will explore strategies to deliver activities in a fashion that will have the greatest increases in WIA performance. The local area staff will serve as liaisons with their respective WIBs to insure the resultant state strategies are in concert with local strategies. This will be a forum for future improvement strategies as well.

## II. Table Section

Table A - Workforce Investment Act Customer Satisfaction Results						
Customer Satisfaction*	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Program Participants	68%	71%	298	11,575	718	42%
Employers	66%	74%	136	55,348	213	64%

\*not statistically valid due to limited number of completed surveys for PY 2000

**Adult Programs** Adults who are interested in re-employment, job training and placement services can access services through the Missouri Career Centers. Any adult can receive an initial assessment of skill levels and supportive service needs; assistance with their job search and placement, including Missouri WORKS!; Resource Area which includes computers, fax machines and telephones; labor market information; and referrals to appropriate supportive services. These services are funded through the Workforce Investment Act, which also provides the following services for adults who are determined economically disadvantaged: assistance in identifying employment barriers and goals; individual counseling and career planning; short-term training, in preparation of obtaining a job; classroom training, to include those who are needing skills upgrading, and paid work experience while on the job learning new skills.

Table B - Adult Results At-A-Glance			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	68%	71%	2,026
			2,851
Employment Retention Rate	80%	81%	2,154
			2,645
Earnings Change in Six Months	\$3,194	\$2,980	\$7,882,875
			2,645
Employment And Credential Rate	45%	38%	667
			1,761

Table C - Outcomes for Adult Special Populations								
Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	69%	915	63%	123	61%	132	62%	122
		1,333		195		215		196
Employment Retention Rate	82%	1,008	79%	125	76%	122	77%	111
		1,232		158		160		145
Earnings Change in Six Months	\$3,210	\$3,954,379	\$2,365	\$373,724	\$3,022	\$483,441	\$704	\$102,121
		1,232		158		160		145
Employment And Credential Rate	38%	410	37%	42	32%	39	21%	21
		1,089		113		122		102

Table D - Other Outcome Information for the Adult Program				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	68%	892	74%	1,128
		1,321		1,520
Employment Retention Rate	82%	1,029	81%	1,120
		1,249		1,390
Earnings Change in Six Months	\$3,651	\$4,559,636	\$2,362	\$3,283,425
		1,249		1,390
Employment And Credential Rate	38%	667		
		1,761		

**Dislocated Worker Programs** The Workforce Investment Act targets services to workers who through no fault of their own lose their jobs to mass layoffs and plant closures. The Division's first responsibility is to inform workers who have received notice of their layoff about Re-employment programs available to them. Rapid Response Meetings are held in coordination with local and State agencies that have programs to assist the worker in a smooth transition back into the workforce. The Missouri Rapid Response Team attended over 275 meetings through out the State affecting over 108 companies and approximately 16,166 workers. Dislocated Workers are eligible to receive all WIA funded re-employment assistance and services at the Missouri Career Centers in their local area.

When a large layoff occurs, Missouri will make a special application to the Department of Labor under the National Emergency Grant (NEG) Program to specifically fund WIA services to this group of laid-off workers. Missouri operates 4 NEG'S for the workers laid-off from, Boeing in St. Louis, Quaker Oats in St. Joseph, AGCO in Kansas City and Wolverine/Toast master in Kirksville and Macon. The additional funding from these grants exceeds \$7,000,000.

**Table E - Dislocated Worker Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	73%	78%	2,745
			3,537
Employment Retention Rate	89%	90%	2,482
			2,745
Earnings Replacement in Six Months	94%	96%	\$27,526,528
			\$28,726,913
Employment And Credential Rate	45%	46%	695
			1,511

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	75%	294	66%	51	73%	284	85%	17
		390		77		390		20
Employment Retention Rate	89%	261	88%	45	89%	254	76%	13
		294		51		284		17
Earnings Replacement Rate	80%	\$3,478,552	94%	\$375,816	74%	\$2,567,227	121%	\$159,939
		\$4,374,360		\$397,953		\$3,480,792		\$132,053
Employment And Credential Rate	43%	55	55%	18	45%	65	36%	4
		129		33		145		11

**Table G - Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	78%	1,180	77%	1,565
		1,511		2,026
Employment Retention Rate	89%	1,055	91%	1,427
		1,180		1,565
Earnings Change in Six Months	99%	\$11,048,728	94%	\$16,477,800
		\$11,143,914		\$17,583,000
Employment And Credential Rate	46%	695		
		1,511		

**Youth Programs** *The Division of Workforce Development administers Workforce Investment Act (WIA) funds to provide comprehensive youth services locally designed by Missouri's fourteen regional Workforce Investment Boards and their designated local Youth Councils. The goal of the Division of Workforce Development is to facilitate the means by which good ideas, performance, and effective leveraging of resources come together to produce a workforce investment system truly positioned to expand the opportunities of Missouri's young people today, and for the future.*

*WIA serves In-School and Out-of-School youth ages 14-21, and reflects a core value that all youth can learn and acquire skills, establish career and educational goals, develop leadership traits, and become good community citizens. By providing comprehensive services based on individual assessments, local youth programs will be linked more closely to local labor market needs, and will provide the right interventions at the right time in a young person's life to have a major impact on his or her future success.*

*By connecting youth to the Division's local Career Centers, we are able to provide them with knowledge of the world of work, skills linked to occupational learning, and both employability and attitudinal capabilities that will enable youth to successfully transition into adulthood. In addition, youth that can benefit from services but may not be eligible under WIA guidelines can be referred to other youth programs such as Job Corps.*

Table H - Older Youth Results At-A-Glance			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	56%	72%	350
			487
Employment Retention Rate	80%	81%	388
			480
Earnings Change in Six Months	\$3,750	\$2,453	\$1,177,224
			480
Employment And Credential Rate	49%	25%	167
			661

Table I - Outcomes for Older Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of School Youth	
Entered Employment Rate	72%	200	33%	1	69%	18	72%	310
		278		3		26		429
Employment Retention Rate	79%	197	100%	2	87%	23	80%	322
		248		2		37		405
Earnings Change in Six Months	\$2,460	\$610,011	\$775	\$1,551	\$2,537	\$93,859	\$2,325	\$941,789
		248		2		37		405
Employment And Credential Rate	21%	70	25%	1	23%	11	24%	133
		336		4		48		551



Table J - Younger Youth Results At-A-Glance			
Reported Information	Negotiated Performance Level		Actual Performance Level
Skill Attainment Rate	87%		96%
			3,845
Diploma or Equivalent Attainment Rate	50%		54%
			74
Retention Rate	61%		39%
			120
			306

Table K - Outcomes for Younger Youth Special Populations						
Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of School Youth	
Skill Attainment Rate	64%	2,558	12%	451	7%	274
		3,974		3,881		3,921
Diploma or Equivalent Attainment Rate	50%	52	60%	9	28%	12
		103		15		43
Retention Rate	35%	38	38%	25	38%	48
		108		66		127

Table L - Other Reported Information						
Reported Information	Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	3%	52	\$2,995	\$6,068,611	58%	518
		2,026		2,026		892
Dislocated Workers	3%	66	\$4,956	\$11,161,757	62%	596
		2,252		2,252		959
Older Youth	1%	4	\$2,168	\$769,500		
		355		355		

Table M - Participation Levels		
	Total Participants Served	Total Exiters
Adults	4,900	3,310
Dislocated Workers	3,723	2,664
Older Youth	675	296
Younger Youth	2,277	1,245

*Workforce Investment Act  
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**Table N - Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adults		\$9,762,821.08
Local Dislocated Workers		5,292,473.47
Local Youth		8,569,287.96
Rapid Response (up to 25%) S 134(a)(2)(A)		1,884,637.83
Statewide Required Activities (up to 15%) S 134(a)(2)(B)		4,469,403.52
Statewide Allowable Activities S 134 (a)(3)	State Administration	887,673.45
	Capacity Building	300,958.34
	Displaced Homemakers	42,608.00
	Other	238,747.20
Total of All Federal Spending Listed Above		\$31,448,610.85

*NOTE: Amounts include expenditures from PY'98 JTPA to WIA carry-in; PY'99 JTPA to WIA carry-in; and PY'00/FY'01 WIA funding.*

## ***Local Area Performance***

**Table O - Local Performance**

Local Area Name <b>Northwest Region</b>	Total Participants Served	Adults	147
		Dislocated Workers	276
		Older Youth	26
		Younger Youth	59
ETA Assigned #  29005	Total Exiters	Adults	121
		Dislocated Workers	85
		Older Youth	22
		Younger Youth	31
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	69%	67%
	Dislocated Workers	54%	73%
	Older Youth	60%	85%
Retention Rate	Adults	82%	89%
	Dislocated Workers	81%	92%
	Older Youth	71%	89%
	Younger Youth	61%	0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,460	\$5,317
	Dislocated Workers	92%	175%
	Older Youth	\$2,660	\$2,000
Credential/Diploma Rate	Adults	45%	35%
	Dislocated Workers	45%	41%
	Older Youth	50%	20%
	Younger Youth	50%	100%
Skill Attainment Rate	Younger Youth	83%	88%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
		Exceeded	

The Northwest Region:

- Met or exceeded all its Entered Employment Rates.
- Exceeded all its Retention Rates.
- Met its Adult and Dislocated Worker program area averages (109%, 133%).
- Missed its Youth program area average (98%).
- High point: 200% of projection for Younger Youth Diploma Rate
- Low point: 0% for Younger Youth Retention Rate

**Table O - Local Performance**

Local Area Name <b>Northeast Region</b>	Total Participants Served	Adults	55
		Dislocated Workers	330
		Older Youth	16
		Younger Youth	38
ETA Assigned # 29010	Total Exiters	Adults	59
		Dislocated Workers	107
		Older Youth	7
		Younger Youth	13
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	73%	72%
	Dislocated Workers	72%	74%
	Older Youth	57%	62%
Retention Rate	Adults	81%	80%
	Dislocated Workers	87%	86%
	Older Youth	79%	83%
	Younger Youth	64%	60%
Earnings	Adults	\$3,041	\$3,651
Change/Earnings Replacement in Six Months	Dislocated Workers	85%	88%
	Older Youth	\$2,800	\$3,117
Credential/Diploma Rate	Adults	45%	59%
	Dislocated Workers	46%	59%
	Older Youth	50%	31%
	Younger Youth	52%	75%
Skill Attainment Rate	Younger Youth	57%	98%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The Northeast Region:

- Met or exceeded all of its Entered Employment Rates.
- Met all of its Retention Rates.
- Met its Adult, Dislocated Worker, and Youth program area averages (112%, 109%, 114%).
- High point: 171% of projection for Younger Youth Skill Attainment Rate.
- Low point: 63% of projection for Older Youth Credential Rate.

**Table O - Local Performance**

Local Area Name <b>Kansas City &amp; Vicinity Region</b>	Total Participants Served	Adults	1,035
		Dislocated Workers	397
		Older Youth	103
		Younger Youth	312
ETA Assigned #  29055	Total Exiters	Adults	632
		Dislocated Workers	265
		Older Youth	44
		Younger Youth	666
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	65%	68%
	Dislocated Workers	73%	64%
	Older Youth	51%	66%
Retention Rate	Adults	71%	81%
	Dislocated Workers	87%	85%
	Older Youth	76%	75%
	Younger Youth	47%	65%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,500	\$2,624
	Dislocated Workers	90%	86%
	Older Youth	\$2,500	\$2,043
Credential/Diploma Rate	Adults	45%	41%
	Dislocated Workers	45%	56%
	Older Youth	45%	34%
	Younger Youth	50%	42%
Skill Attainment Rate	Younger Youth	70%	100%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met
			X
			Exceeded

The Kansas City and Vicinity Region:

- Met or exceeded all of its Entered Employment Rates.
- Met or exceeded all of its Retention Rates.
- Met its Adult, Dislocated Worker, and Youth program area averages (104%, 101%, 108%).
- High point: 142% of projection for Younger Youth Skill Attainment Rate.
- Low point: 76% of projection for Older Youth Credential Rate.

**Table O - Local Performance**

Local Area Name <b>West Central Region</b>	Total Participants Served	Adults	132
		Dislocated Workers	65
		Older Youth	7
		Younger Youth	20
ETA Assigned # 29015	Total Exiters	Adults	91
		Dislocated Workers	97
		Older Youth	6
		Younger Youth	16
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	63%	61%
	Dislocated Workers	69%	88%
	Older Youth	51%	70%
Retention Rate	Adults	64%	76%
	Dislocated Workers	76%	96%
	Older Youth	63%	100%
	Younger Youth	51%	30%
Earnings Change/Earnings Replacement in Six Months	Adults	\$1,404	\$3,546
	Dislocated Workers	78%	93%
	Older Youth	\$2,130	\$2,353
Credential/Diploma Rate	Adults	34%	3%
	Dislocated Workers	31%	18%
	Older Youth	35%	42%
	Younger Youth	21%	0%
Skill Attainment Rate	Younger Youth	67%	76%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			X
			Exceeded

The West Central Region:

- Met or exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Met its Adult, Dislocated Worker, and Youth program area averages (119%, 108%, 100%).
- High point: 253% of projection for Adult Earnings Change Rate.
- Low point: 0% of projection for Younger Youth Diploma Rate.

**Table O - Local Performance**

Local Area Name <b>St. Louis Region</b>	Total Participants Served	Adults	1,457
		Dislocated Workers	164
		Older Youth	119
		Younger Youth	241
ETA Assigned # 29025	Total Exiters	Adults	1,204
		Dislocated Workers	164
		Older Youth	71
		Younger Youth	43
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	70%	81%
	Dislocated Workers	75%	84%
	Older Youth	52%	74%
Retention Rate	Adults	80%	76%
	Dislocated Workers	89%	91%
	Older Youth	70%	71%
	Younger Youth	60%	0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,760	\$2,737
	Dislocated Workers	90%	120%
	Older Youth	\$2,670	\$2,117
Credential/Diploma Rate	Adults	45%	38%
	Dislocated Workers	45%	53%
	Older Youth	49%	17%
	Younger Youth	50%	23%
Skill Attainment Rate	Younger Youth	87%	91%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The St. Louis Region:

- Exceeded all of its Entered Employment Rates.
- Met or exceeded all of its Retention Rates.
- Met its Dislocated Worker program area average (117%).
- Missed its Adult and Youth program area averages (99%, 73%).
- High point: 141% of projection for Older Youth Entered Employment Rate.
- Low point: 0% of projection for Younger Youth Retention Rate.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Southwest Region</b>	<b>Total Participants Served</b>	Adults	268
		Dislocated Workers	100
		Older Youth	5
		Younger Youth	45
ETA Assigned #  29030	<b>Total Exiters</b>	Adults	175
		Dislocated Workers	80
		Older Youth	7
		Younger Youth	12
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	68%	74%
	Dislocated Workers	73%	81%
	Older Youth	75%	82%
Retention Rate	Adults	81%	84%
	Dislocated Workers	90%	93%
	Older Youth	83%	82%
	Younger Youth	62%	0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,200	\$3,605
	Dislocated Workers	88%	101%
	Older Youth	\$2,500	\$2,837
Credential/Diploma Rate	Adults	45%	21%
	Dislocated Workers	46%	37%
	Older Youth	45%	8%
	Younger Youth	46%	100%
Skill Attainment Rate	Younger Youth	89%	89%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The Southwest Region:

- Exceeded all of its Entered Employment Rates.
- Exceeded all of its Earnings Change/Replacement Rates.
- Met its Dislocated Worker program area averages (102%).
- Missed its Adult and Youth program area average (93, 94%).
- High point: 217% of projection for Younger Youth Diploma Rate.
- Low point: 0% of projection for Younger Youth Retention Rate.



**Table O - Local Performance**

Local Area Name <b>Ozark Region</b>	Total Participants Served	Adults	168
		Dislocated Workers	172
		Older Youth	20
		Younger Youth	214
ETA Assigned # 29035	Total Exiters	Adults	197
		Dislocated Workers	73
		Older Youth	19
		Younger Youth	251
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	65%	76%
	Dislocated Workers	83%	78%
	Older Youth	56%	73%
Retention Rate	Adults	80%	89%
	Dislocated Workers	93%	91%
	Older Youth	80%	89%
	Younger Youth	46%	80%
Earnings Change/Earnings Replacement in Six Months	Adults	\$4,306	\$4,547
	Dislocated Workers	101%	99%
	Older Youth	\$8,974	\$2,580
Credential/Diploma Rate	Adults	45%	47%
	Dislocated Workers	45%	39%
	Older Youth	50%	55%
	Younger Youth	50%	28%
Skill Attainment Rate	Younger Youth	94%	94%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The Ozark Region:

- Met or exceeded all of its Entered Employment Rates.
- Met or exceeded all of its Retention Rates.
- Met its Adult and Youth program area averages (110%).
- Missed its Dislocated Worker program area average (95%, 101%).
- High point: 175% of projection for Younger Youth Retention Rate.
- Low point: 29% of projection for Older Youth Earnings Change Rate.

**Table O - Local Performance**

Local Area Name <b>Central Region</b>	Total Participants Served	Adults	284
		Dislocated Workers	334
		Older Youth	62
		Younger Youth	103
ETA Assigned # 29040	Total Exiters	Adults	152
		Dislocated Workers	200
		Older Youth	17
		Younger Youth	3
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	68%	74%
	Dislocated Workers	73%	83%
	Older Youth	56%	81%
Retention Rate	Adults	80%	84%
	Dislocated Workers	80%	89%
	Older Youth	80%	83%
	Younger Youth	60%	85%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,559	\$2,941
	Dislocated Workers	77%	99%
	Older Youth	\$3,750	\$2,089
Credential/Diploma Rate	Adults	40%	44%
	Dislocated Workers	40%	52%
	Older Youth	46%	52%
	Younger Youth	57%	100%
Skill Attainment Rate	Younger Youth	90%	100%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			X
			Exceeded

The Central Region:

- Exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Met its Adult, Dislocated Worker, and Youth program area averages (110%, 121%, 121%).
- High point: 174% of projection for Younger Youth Diploma Rate.
- Low point: 56% of projection for Older Youth Earnings Change Rate.

**Table O - Local Performance**

Local Area Name <b>South Central Region</b>	Total Participants Served	Adults	202
		Dislocated Workers	57
		Older Youth	43
		Younger Youth	142
ETA Assigned # 29045	Total Exiters	Adults	156
		Dislocated Workers	153
		Older Youth	30
		Younger Youth	30
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	71%	72%
	Dislocated Workers	70%	69%
	Older Youth	68%	66%
Retention Rate	Adults	80%	83%
	Dislocated Workers	80%	85%
	Older Youth	71%	68%
	Younger Youth	57%	15%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,417	\$3,203
	Dislocated Workers	90%	112%
	Older Youth	\$3,120	\$2,208
Credential/Diploma Rate	Adults	75%	60%
	Dislocated Workers	75%	63%
	Older Youth	80%	28%
	Younger Youth	60%	64%
Skill Attainment Rate	Younger Youth	88%	94%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			X
			Exceeded

The South Central Region:

- Met or exceeded all of its Entered Employment Rates.
- Met or exceeded all of its Retention Rates.
- Met Dislocated Worker program area averages (103%).
- Missed its Adult and Youth program area average (95%, 77%).
- High point: 124% of projection for Dislocated Worker Earnings Replacement Rate.
- Low point: 27% of projection for Younger Youth Retention Rate.

**Table O - Local Performance**

Local Area Name <b>Southeast Region</b>	Total Participants Served	Adults	509
		Dislocated Workers	297
		Older Youth	208
		Younger Youth	817
ETA Assigned # 29075	Total Exiters	Adults	60
		Dislocated Workers	113
		Older Youth	47
		Younger Youth	62
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	63%	65%
	Dislocated Workers	63%	79%
	Older Youth	63%	71%
Retention Rate	Adults	65%	81%
	Dislocated Workers	75%	89%
	Older Youth	64%	82%
	Younger Youth	50%	11%
Earnings Change/Earnings Replacement in Six Months	Adults	\$1,589	\$2,257
	Dislocated Workers	75%	93%
	Older Youth	\$439	\$2,376
Credential/Diploma Rate	Adults	45%	19%
	Dislocated Workers	45%	21%
	Older Youth	50%	6%
	Younger Youth	50%	89%
Skill Attainment Rate	Younger Youth	70%	99%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The Southeast Region:

- Exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Exceeded all of its Earnings Change/Replacement Rates.
- Met its Adult, Dislocated Worker, and Youth program area averages (103%, 104%, 162%).
- High point: 542% of projection for Older Youth Earnings Change Rate.
- Low point: 22% of projection for Younger Youth Retention Rate.

**Table O - Local Performance**

Local Area Name <b>E. Jackson County Region</b>	Total Participants Served	Adults	149
		Dislocated Workers	312
		Older Youth	11
		Younger Youth	84
ETA Assigned #  29060	Total Exiters	Adults	111
		Dislocated Workers	196
		Older Youth	7
		Younger Youth	96
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	65%	68%
	Dislocated Workers	71%	71%
	Older Youth	57%	67%
Retention Rate	Adults	71%	78%
	Dislocated Workers	81%	86%
	Older Youth	63%	64%
	Younger Youth	59%	33%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,500	\$2,889
	Dislocated Workers	89%	98%
	Older Youth	\$2,500	\$1,805
Credential/Diploma Rate	Adults	45%	45%
	Dislocated Workers	41%	51%
	Older Youth	43%	24%
	Younger Youth	47%	0%
Skill Attainment Rate	Younger Youth	47%	100%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The East Jackson County Region:

- Met or exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Met its Adult and Dislocated Worker program area averages (107%, 110%).
- Missed its Youth program area average (88%).
- High point: 213% of projection for Younger Youth Skill Attainment Rate.
- Low point: 0% of projection for Younger Youth Diploma Rate.

**Table O - Local Performance**

Local Area Name <b>St. Louis County Region</b>	Total Participants Served	Adults	391
		Dislocated Workers	934
		Older Youth	37
		Younger Youth	159
ETA Assigned #  29070	Total Exiters	Adults	287
		Dislocated Workers	883
		Older Youth	11
		Younger Youth	14
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	69%	65%
	Dislocated Workers	83%	83%
	Older Youth	60%	72%
Retention Rate	Adults	82%	87%
	Dislocated Workers	92%	94%
	Older Youth	81%	95%
	Younger Youth	60%	0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,965	\$2,521
	Dislocated Workers	92%	87%
	Older Youth	\$3,885	\$3,170
Credential/Diploma Rate	Adults	45%	39%
	Dislocated Workers	45%	68%
	Older Youth	50%	4%
	Younger Youth	53%	50%
Skill Attainment Rate	Younger Youth	90%	97%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
		Exceeded	

The St. Louis County Region:

- Met or exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Met its Dislocated Worker program area averages (112%).
- Missed its Adult and Youth program area average (87%, 76%).
- High point: 152% of projection for Dislocated Worker Credential Rate.
- Low point: 0% of projection for Younger Youth Retention Rate.

**Table O - Local Performance**

Local Area Name <b>St. Charles County Region</b>	Total Participants Served	Adults	63
		Dislocated Workers	246
		Older Youth	9
		Younger Youth	23
ETA Assigned #  29065	Total Exiters	Adults	27
		Dislocated Workers	168
		Older Youth	4
		Younger Youth	7
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	59%	85%
	Dislocated Workers	76%	81%
	Older Youth	42%	86%
Retention Rate	Adults	74%	95%
	Dislocated Workers	89%	94%
	Older Youth	70%	100%
	Younger Youth	50%	0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$1,373	\$4,195
	Dislocated Workers	85%	88%
	Older Youth	\$2,288	\$3,757
Credential/Diploma Rate	Adults	40%	0%
	Dislocated Workers	45%	63%
	Older Youth	42%	7%
	Younger Youth	50%	50%
Skill Attainment Rate	Younger Youth	100%	100%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The St. Charles County Region:

- Exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Exceeded all of its Earnings Change/Replacement Rates.
- Met its Adult and Dislocated Worker and Youth program area averages (144%, 114%, 104%).
- High point: 306% of projection for Adult Earnings Change Rate.
- Low point: 0% of projection for Younger Youth Retention Rate.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Jefferson/ Franklin Cons. Region</b>	<b>Total Participants Served</b>	Adults	40
		Dislocated Workers	39
		Older Youth	9
		Younger Youth	20
ETA Assigned #  29050	<b>Total Exiters</b>	Adults	38
		Dislocated Workers	80
		Older Youth	4
		Younger Youth	1
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rate	Adults	66%	67%
	Dislocated Workers	65%	81%
	Older Youth	63%	100%
Retention Rate	Adults	76%	81%
	Dislocated Workers	76%	93%
	Older Youth	80%	90%
	Younger Youth	75%	90%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$3,588
	Dislocated Workers	90%	98%
	Older Youth	\$1,500	\$6,982
Credential/Diploma Rate	Adults	38%	45%
	Dislocated Workers	40%	67%
	Older Youth	38%	38%
	Younger Youth	56%	0%
Skill Attainment Rate	Younger Youth	71%	100%
Description of Other State Indicators of Performance (WIA S 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"			
Overall Status of Local Performance		Not Met	Met
			x
			Exceeded

The Jefferson/Franklin Consortium Region:

- Exceeded all of its Entered Employment Rates.
- Exceeded all of its Retention Rates.
- Exceeded all of its Earnings Change/Replacement Rates.
- Met its Adult, Dislocated Worker, and Youth program area averages (112%, 131%, 157%).
- High point: 465% of projection for Older Youth Earnings Change Rate.
- Low point: 0% of projection for Younger Diploma Rate.



The goal of the Division of Workforce Development is to improve the quality of life for all Missourians. By establishing a public/private partnership we will ensure all citizens are afforded an environment that supports a market driven workforce development system with clear goals and accountability.

This system should be responsive, support lifelong skill development, establish a culture of continuous learning, and provide easy and universal access to information and services by job seekers and the business community. Ultimately this system will provide Missouri's citizens the knowledge and tools necessary to establish a world-class workforce for a world-class economy.